



National Guard Bureau J5 International Affairs Newsletter



Partnering in an Age of Peace

By Thomas Niblock, Foreign Policy Advisor to the Chief of the National Guard

Yes, you read that title correctly. I To answer this question requires that we step back and view our world through a longer lens. Harvard Professor of Psychology Stephen Pinker has studied human violence across the ages and his results are as surprising as they are often counterintuitive. Every day we hear about new bombings in Iraq. There's violence in Mali, Congo, Mexico, the list goes on! Didn't the State Department just shut down 19 Embassies citing immediate threats? Terrorism seems to be on the rise everywhere we look. Our schools and shopping malls aren't safe from crazy people with guns! Our media is filled with stories of rape, kidnapping, murder. How in this awful world can I suggest this is to be an "Age of Peace?" It's a great question, and fortunately some serious people have been taking a close look.

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Leadership Message

Exporting Domestic Security

By Col Michael Norton, Chief, International Affairs NG-J53

We face an exciting time in the National Guard. Our highly experienced units have never been readier to apply military force anywhere on the planet and to protect Americans here at home. We also have a National Guard Bureau Chief who wears four stars and sits on the Joint Chiefs of Staff. In this role, General Grass can give senior military

and civilian leaders a clearer understanding of the National Guard's essential role in securing Americans, to include our essential role in engaging international partners through the State Partnership Program (SPP) and other security cooperation activities.

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Leadership Message—Exporting Domestic Security

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I am honored and humbled to have the chance to lead the dynamic International Affairs team here at NGB that supports these activities. We will build on the past successes that made SPP such an essential security cooperation program and we will work to codify in DOD policy guidance and planning processes the National Guard's role as the preferred force for enduring security cooperation activities.

This summer, we kicked off a new round of SPP growth by initiating four new partnerships which I expect to be announced in the near future. These new partners will bring our program to sixty-nine partnerships with seventy-five countries around the globe. Despite defense budget cuts, we believe SPP will maintain the support it enjoys at the highest levels of the DoD and we intend to continue expanding our partnerships. As an example of that support, the Vice Chairman of the Joint Chiefs of Staff, ADM Sandy Winnefeld, last month described the State Partnership Program as "one of the best foreign policy bargains our nation has."

The National Guard's daily commitment to securing Americans within our borders is but one of several factors that make the National Guard so

ideally suited to exporting that domestic security abroad to our friends, allies, and partners. Guardsmen are highly experienced military professionals who possess the maturity and military competence to effectively engage partners in mil-mil activities. At the same time, Guardsmen also possess non-military skill sets that are often highly relevant to combatant commander objectives and to the requirements of partner nations in areas such as border security, disaster preparedness, crisis management, institutional development and rule of law.

Besides the practical value of these civilian skill sets, the fact that NG Soldiers and Airmen are also teachers, firefighters, lawyers, doctors, city planners and public works professionals adds a significant 'public diplomacy' effect to our international engagements. Tom Niblock (the Chief's Foreign Policy Advisor and an accomplished U.S. diplomat who contributed an excellent article to this newsletter) describes the National Guard as 460,000 citizen-soldier and citizen-airmen diplomats. When the National Guard engages with a partner nation, we are the face of America, not just a military unit.

Finally, as you all know well, it's all about enduring, personal and professional relationships with our foreign counterparts. Our partners fully un-

derstand and appreciate that (see the quotations on page 10). Of all these reasons, it's the long-term relationships and our unique skills that set the National Guard apart as the force of choice for security cooperation.

My boss, Brig Gen Don McGregor, leads the J5 directorate "Strategy, Policy, Plans and International Affairs." He joined GEN Grass' Joint Staff this summer after a successful tour at NORTHCOM as the Deputy J3 for Domestic Operations. He also spent several years conducting security cooperation in the EUCOM AOR so he understands our business very well. Brig Gen McGregor understands better than most that the National Guard is without peer in supporting civil authorities to keep Americans safe and that this capability makes the National Guard the force of choice for exporting those capabilities to our allies and partners around the globe.



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Partnering in an Age of Peace

Pinker attributes this to the spread of civilization, police and justice systems, education, trade and by broader acceptance of the concepts of civil and human rights. Pinker cites the case of England, where murder records have been kept for centuries, to observe that a modern Englishman has just one fiftieth the chance of being murdered as his ancestor 800 years ago. For all of the violence of the first half of the 20th century, WW II ranks just ninth in terms of major historical conflicts, and WW I does not make the top 10. Modern media, and our unprecedented access to every small bit of bad news from any part of the planet, has colored our sense of what is going on in the larger scene. Now, evil and violence are awful and they still exist and must be confronted, but the statistics do offer reasons to hope that our species is

making progress and that future generations may know less violence than exists even today. Here is the link: http://www.ted.com/talks/la_n_g/_e_n/_s_t_e_-ven_pinker_on_the_myth_of_violence.html (19 minutes, but worth it.)

Another fascinating thinker is Swedish statistician Hans Rosling, who has become famous for the innovative ways he presents demographic data. Rosling has spent many years studying and confronting poverty in Africa and elsewhere. This link will take you to an amazing short presentation where he charts the path of human progress in 200 countries across a period of 200 years. His conclusions are as interesting as those of Pinker and together these have important implications for National Guard



security cooperation activities, and especially for the highly successful State Partnership Program (SPP). <http://www.youtube.com/watch?v=jbkSRLYSojo&feature=youtu.be> (5 minutes)

Over the course of my 30 years in the US Foreign Service I have lived, worked, or traveled to countries in every part of the world. The dominant trends described by the experts I cite above are things I have seen again and again. *cont'd on pg. 16*

Leadership Message

We are fortunate to have a leader with such a clear and compelling understanding about how to support and implement the Chief's vision for institutionalizing the National Guard's essential roles in winning wars, securing the homeland and building international partnerships by exporting those skills. Expect to hear more about this in the coming months.

As a low-overhead but high-impact organization, the National Guard lacks the large headquarters functions that advocate for

other DoD programs. As an institution, we are often more focused on making America and the world safer than on telling people we're doing it. Guardsmen themselves, however, are the National Guard's best "marketing" team. It's incumbent on all of us to carry these messages when we engage with our counterparts. My outstanding IA team and I very much look forward to supporting the Chief and the 54 in advancing the National Guard's essential role in security cooperation. 🇺🇸

"I saw what a potent contribution reserves can make in [building partnership capacity overseas]. Link this concept with one of the best foreign policy bargains our nation has—namely the Guard's State Partnership Program, which I very strongly support."

- Admiral James Winnefeld,
Vice Chairman of the Joint Chiefs of Staff, 4 September 2013

Iowa, Kosovo Form Sister State Partnership through SPP

By Spc. Samantha Parks, 4th Public Affairs Detachment

Editor's Note: this article originally appeared on www.dvidshub.net on 12 July 2013. It has been slightly modified. This story presents an ideal example of the whole-of-society approach unique to SPP and the National Guard among security cooperation programs.

PRISTINA, Kosovo - Iowa officially welcomed Kosovo as its ninth sister state as a part of Iowa's Sister State Partnership program when Iowa Governor Terry Branstad and Kosovo President Atifete Jahjaga signed the formal agreement in Pristina July 7.

"I am excited to be here and we are very proud to have Kosovo as our newest sister state," Branstad said. "This is a very young country. It's a country that I think has a lot of potential." Although the agreement was officially signed Sunday, Iowa and Kosovo have had an ongoing relationship for several years through the State Partnership Program between the Iowa National Guard and the Kosovo Security Forces.

[In addition] since 2003 more than 700 Iowa National Guard soldiers have deployed to Kosovo as a part of the NATO-led Kosovo Forces mission to support the development of a stable, democratic, multiethnic and peaceful Kosovo.

"Our partnership started in March 2011 thanks to the U.S. European Command and the National Guard Bureau that selected Iowa out of 18 states to be the partner for the Kosovo Security Forces," said U.S. Army Maj. Gen. Tim Orr, the Adju-

tant General for Iowa. Orr said the Iowa National Guard has participated in more than 50 engagements with the KSF since the start of the partnership program and were recently able to establish two permanent positions in the U.S. Embassy in Kosovo.

Though the Iowa-Kosovo partnership started with the National Guard, it has since expanded beyond a military focus. Paula Dierenfeld, the mayor of Johnston, Iowa, credits Orr for helping to expand the state partnership program. "Rather than just limit that partnership to the military, General Orr had the vision to expand it beyond the military to other areas in the state," said Dierenfeld. "He [Orr] started talking to me about having Johnston enter into a sister city relationship with a city in Kosovo. Camp Dodge is in Johnston, so it seemed to be a natural extension of the military relationship to go to the community where Camp Dodge is located."

Dierenfeld was able to formally sign a sister city agreement between Johnston, Iowa and Peje, Kosovo as a part of Governor Branstad's and several Iowa Sister State representatives recent visit to Kosovo to meet with different government and community officials and business owners. The delegation spent several days learning more about the agriculture development in Kosovo, who is getting involved, the kind of products they produce, how they are processing and possible future opportunities for trade.



Iowa Governor Terry Branstad and representatives from the state tour the University of Pristina Agricultural Sciences Department in Pristina, Kosovo, July 8, 2013. (U.S. Army photo by Spc. Samantha Parks/Released)

Dierenfeld explained that what they found during their visit is that their communities are very similar, with both economies being based on agriculture and both see the education of the youth as a priority. "[The Iowa-Kosovo relationship] is going to be very busy because what I think we are going to see is a lot of delegations going back and forth, having conversations, identifying projects that we can work on together," Dierenfeld said. "This is going to be a long lasting relationship. We're going to be sisters with Kosovo for the rest of our lives, so we have time. We understand that they want to develop as quickly as possible..."

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The New National Guard Strategic Planning System (NGSPS)

By Maj Mary Zajac, NG-J53 International Strategy Branch Chief

The Chief, National Guard Bureau, approved a new strategic planning system for the National Guard in April 2013. Under the leadership of NG-J5 Director Brig Gen Donald A. McGregor, the J5 is developing and implementing the new National Guard Strategic Planning System (NGSPS) to provide a first-class strategic planning structure to mirror the Joints Chiefs of Staff strategic planning system (JSPS) and support the Chief as a member of the Joint Chiefs of Staff (JCS). The NGSPS is designed to mirror existing strategic systems used by the Department of Defense Joint Staff, the Combatant Commands, and Service Components. The NGSPS establishes a framework for developing and updating NG strategy and serves to develop processes and procedures to bring the National Guard Bureau to the maturity level of other JCS services. The NGSPS provides the process to link high-level strategic guidance (National Security Strategy, National Defense Strategy, National Military Strategy, etc.) to NG federalized and non-federalized responsibilities (i.e., multi-state plans) and security cooperation activities.

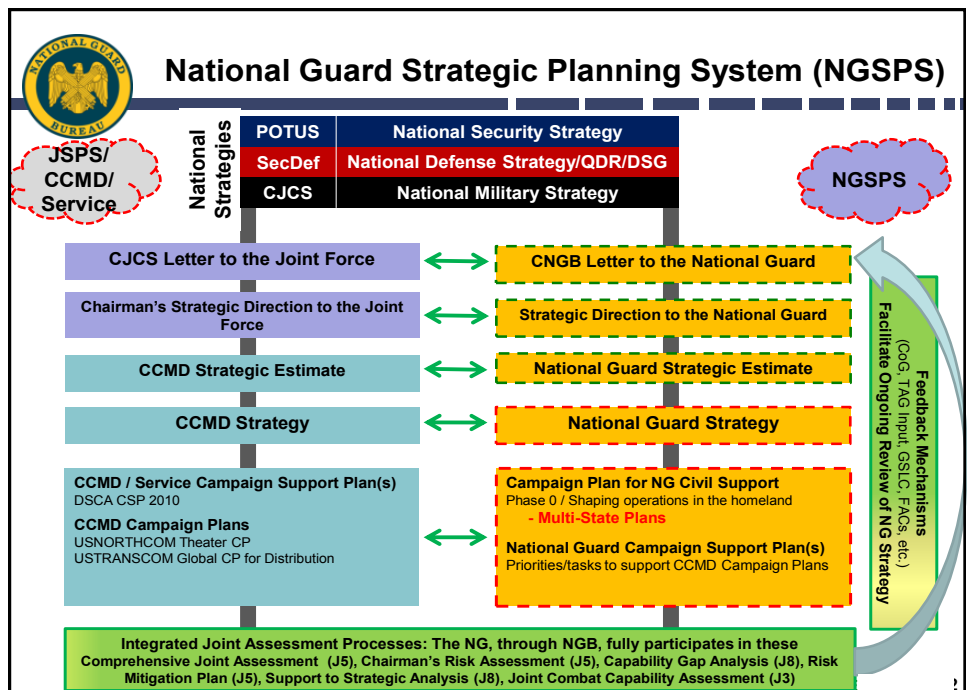
Several documents will comprise the NGSPS. General Grass released his Strategic Direction to the National Guard in June of this year.

As a key element, General Grass charged the National Guard and SPP to “Forge and Maintain Partnerships” across the globe. He noted the success of SPP by remarking that: “Maintaining and growing partnerships around the world is essential to sharing the burden of regional security and responding to the next global crisis as evidenced by multiple co-deployments with our State Partners over the past decade.” Our challenge is to build upon the past success of SPP by devising new and innovative partnering approaches to fulfill our nations’ security cooperation goals. With the cooperation and dedication of all personnel in the NG international affairs community, we will succeed in realizing General Grass’ goals

The J5 staff is currently developing the National Guard Strategic Esti-

mate and will start drafting the National Guard Strategy in October. The NG Strategy will provide a comprehensive overview of National Guard domestic and international operations. In the coming months, NG-J5 International Affairs will provide input for the international sections of the NGSPS. The SPP Strategic Plan 2013-2017, originally drafted in 2012, was put on hold until CNGB Grass’ Strategic Direction to the National Guard was published (June 2013) and until the NGSPS was implemented. The NG-J5 plans to lay a basic foundation for NG security cooperation in the NG Strategy which will cover all aspects, including not only the State Partnership Program (SPP),

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SPP Partnership Assessment Update

By Michael Braun, Senior International Policy Analyst, NJ-J53

Thank you for your help and patience as NG-J5 implements a comprehensive assessment system for the State Partnership Program (SPP), as recommended in the 2012 GAO report on SPP and other documents.


The final version of SPP Assessment worksheets was rolled-out at the end of August. State input will be due back to NG-J5 no later than the end of October.

NG-J5 will not be reviewing the external CCMD and strategic end-state outcomes/effects. DoD Instruction 5111.20 paragraphs 7 and 10 of Enclosure 2 mandates OSD and the CCMDs to provide NG-J5 an assessment of how SPP is performing as a program. However, the 5 April Presidential Policy Directive (PPD) 23 on Security Sector Assistance (SSA) redefined and re-scoped how US security sector engagement in various countries and regions are going to be integrated into a more holistic USG perspective. Two main products are being developed to implement PPD 23: a comprehensive State Department/DoD SSA definition of roles and responsibilities; and a DoD implementation directive which will be a new Joint Publication. The final directive is due early in FY14.

Until PPD 23 is fully implemented by the State Department and DoD, J5 is still required to meet internal program management responsibilities. NG-J5 will focus on a detailed review of the Doctrine, Training, Governance, and Business sectors.

The Doctrine and Training review will focus on how many personnel involved with SPP have attended security cooperation training based upon where personnel reside within the workforce. There is a tiered definition for BAOs/TCA Coordinators, SPPCs, NGB J5, NG Senior Leaders, Supporting staff and the General Purpose Forces. Within each of these tiers are a series of courses and classes that we will use to determine who has attended - these come from the Services, Joint school houses and other DoD educational institutions. These will be provided to you as an enclosure to the SPP Assessment worksheets.


The Governance and Business review will focus on our internal processes and procedures. One key addition will be the development of State- and National-level Campaign Support Plans. By the end of FY2014, when we go through the assessment process again, NG-J5 should be able to review a Campaign Support Plan submitted and approved for each SPP partnership. This plan augments the 5-year plans that states are required to conduct today. NG-J5 is currently working on a template for you to use.

The Campaign Support Plans used by SPP will probably be few in number for the 2013 assessment because it is a new requirement. However, the Campaign Support Plans will be a focal point going into FY14 and the results should show in the end-of-year FY14 assessments. 

NGSPS—Strategy

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but other Air National Guard and Army National Guard international engagements and security cooperation teams.

The NGSPS will also set up the development and use of Campaign Support Plans to illustrate to the Combatant Commands how the National Guard supports their priorities and goals. The illustration of the NGSPS above includes a box for NG Campaign Support Plans. It is here that we expect to develop a NG Theater Security Cooperation Campaign Support Plan to guide NG security Cooperation efforts. The current draft SPP Strategic Plan will be used as a basis for the section on SPP. Other sections will cover additional NG security cooperation activities such as Military Engagement Teams and Personnel Exchanges. Through the NGSPS and diligent work on these critical strategy and planning documents, NGB is on its way to providing the strategic support that General Grass needs and deserves as a member of the Joint Chiefs of Staff. 

Global Health Engagement and SPP

By Col Jefferson Harman, USAF International Health Liaison to NGB

Security cooperation, global health engagement (GHE) (or International Health, Humanitarian Assistance, Foreign Disaster Relief) and the State Partnership Program (SPP). Where is the sweet spot? Over the last several years, the global health community, both civilian and military, has settled on terminology and has agreed on some strategic goals. Here is an excellent video recently put out by the Center for Disaster and Humanitarian Assistance Medicine (CDHAM) <http://www.youtube.com/watch?v=0Xkf7JecECc&feature=youtu.be>

It is now widely accepted that nations with healthy populations are more likely to be productive, prosperous, and peaceful. These attributes mirror some of the goals of US security cooperation programs. Historically, however, the US has not always gone about health missions overseas in a very coherent, coordinated or effective manner, in either the civilian or military areas of operation. Medical Civilian Action Programs (MEDCAPS) have been the mainstay of military engagements for years, but have proven to be a double-edged sword. Problems include issues with standard of care (as many times non-credentialed members “expand their skills” often without good supervision); poor quality or non-existent follow-up of serious conditions or documentation of care; unmet expectations, for example when temporary meas-

ures don’t immediately fix the problem in the manner the patient expects from the “American Doctors,” resulting in bad opinions about the care given and thus about the United States in general; and finally the economic displacement of the only local

care available as there are times when they can’t make a living because the Americans gave care away for free. This displacement causes the medical provider to leave and work in a different location, leaving the local populations worse off than before the mission. These second order effects sadly are well documented in a variety of missions. More important from a security point of view is the possibility of “contamination of the humanitarian space” as noted by Non-Governmental Organizations (NGOs). The most notable recent example of this relates to the doctor who helped locate Osama bin Laden. He did it under the title of an immunization program. A second order consequence of this situation is that presently many legitimate immunization programs in the Middle East are now being shut down or resisted due to concerns of the populace that it is ‘another CIA ruse’.



This is not to say that MEDCAPS are all bad. Properly planned and led by the partner nation with coordination with their Ministry of Health, these can still provide much needed care to populations that truly need the care and instruction for the host nation medics. The Guam NG has run a program with the Armed Forces of the Philippines (AFP) reserve medics for the last several years that has been well coordinated and could be an example for others to follow. The next step will be working with AFP to determine and clearly state the medical and political goals of the engagements and do proper evaluations of the effects that the engagements have on those goals. This could turn these engagements into a “best practice” for the global community . . . or show that they are less effective than everyone assumes.

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In the general security cooperation picture, GHE presents a low threat means of means of developing host nation stability. As with other security cooperation events, SPP GHE with the host nation's military medics in the lead provides job skill training of course, but also reinforces the national identity and social integration of the partner country. It readily supports the soft goals of respect for civil authority and respect for human rights and can lay the groundwork for peace keeping missions by the partner countries and even regional partnering for disaster response.

Over the next few editions of this newsletter, I will discuss more in depth the different directions CCMDs are taking and some particularly good fits for NG medics to engage in GHE to support the Commander's Lines of Effort. Integration and synchronization is becoming more and more important as well as monitoring effectiveness in each of the commands. One of the things that would be useful to me would be a medical POC from each state who works with your SPPC on GHE. Having this medical POC could greatly facilitate the development of GHE strategy integrated w/ the CCMD SG office. This is an exciting time in the world of military (and in particular, SPP) global health engagement. Feel free to contact me with any questions, comments or ideas.

Col Jefferson Harman 



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Iowa-Kosovo



but even in the five years they've been a free and independent state, they've made some great progress."

Local Kosovar business owner, Armend Malazogu, met with the delegation to show his fruit juice production and discuss his operations. Malazogu said the partnership with Iowa opens new opportunities for him and his family. "For us it means we can benefit from having the technical expertise and the knowhow on cultivating berries and different fruits with the most modern technologies," Malazogu said. "It also might mean we expand our market to the United States."

From military cooperation to agricultural development, Branstad believes the sister state partnership has opened many doors for progress for both Iowa and Kosovo. "There are just a lot of opportunities in many fields and because of the sister-state relationship, we have a whole army of volunteers back in Iowa that will support and encourage more participation from different individuals," Branstad said. MG Orr agreed with Branstad and said the programs and partnerships continue to expand on a daily basis. "My vision has always been 'a whole of Iowa, a whole of Kosovo' approach," Orr said. "Twenty years from now, [we'll] look back and see that we've engaged the entire country and we've bettered not only Iowa and Kosovo, but we've bettered each other [individually]. It's really all about friendship, and through that strength of friendship, it's really been a foundation of what I think is a great future that I look forward to watching prosper."

Branstad said they see the people of Kosovo very much like the people in Iowa, very outgoing and friendly. "Our visit has way exceeded our expectations," Branstad said. "We have been so impressed with the people, but also with the progress that's occurred in a very short period of time and we understand that they are very anxious to build on that relationship for the future. We want the state of Iowa to play an internal role in helping make that happen." 

NGB Public Affairs

Capitalizing on the PA Value of SPP Events

By SFC Sean McCollum, NGB-Public Affairs Plans and Policy NCO

The State Partnership Program (SPP) fulfills many security cooperation objectives for the American people. From mil-mil exchanges to emergency preparedness, members of the National Guard use their military and civilian skills to help ensure stability in our 71 partner countries. However, the American people by and large may not know the good things you do. They may not realize the importance of your partnership, or the events that contribute to it. If you do not tell the story it is unlikely anyone else will. It's a lot like that old phrase: if a tree falls in the forest, and no one is there to hear it, does it make a sound?

That's why it is so important for SPP Coordinators and others involved in SPP events to talk to their state Public Affairs Officer (PAO). Public Affairs will help you inform the American public, journalists, and stakeholders. The PAO can help increase visibility of your SPP partnership. Working together, the SPPC and PAO can present the Guard member, TAG, and Governor as "Citizen/Soldier/Airmen/Statesman." With a good enough narrative, civilian journalists and other outside agencies can find interesting angles to write stories about your personnel, programs, and exchanges. The state PAO works with NGB-PA to utilize a

cial Media networks, which boost the signal for these angles and exchanges.

Keep the PAO updated on your activities. Let them know the bigger strategic picture of the events that are happening. Here are some other quick tips:

- Request media training from State PAO – This includes on-camera interviews, coordinating top line messaging; themes and talking points and lanes of communication authority.
- Coordinate with State PAO's so they can engage local and regional media.
- Find a way to get the photo-journalist or videographer onto your missions to document them. A good picture, article, or video package by a Public Affairs-trained journalist grabs attention, and a good angle is priceless.
- Request PAO coverage for SPP events domestically and internationally.
- Follow up with the State PAO or nationalguard.mil website to ensure Command Information articles were distributed/published at NGB level – NGB-PA will publish them.
- Timeliness of distribution is

key in the world of the 24-hour news cycle.

Social Media Tips


Once an event is covered, whether your PA office or a media agency creates the stories, photos and videos, don't forget that all of that can be shared on various, official social media platforms through your State Public Affairs Officer. To help NGB-PA push your stories and messages out further, remember that quality is always more important than quantity. NGB-PA looks for action photos and videos featuring both Guardsmen and troops from your partner nation. Visuals are key for most of our Social Media platforms, so a good story without a good photo won't go very far. If you see a story about your event that you think tells your story well, don't hesitate to share it with us at ngbpa.socialmedia@mail.mil.

In a time of smaller budgets, low-cost, high-impact programs such as the SPP will become more and more important to the security cooperation objectives of the Department of Defense. It has already become a priority of the Chief, National Guard Bureau. I urge you to use this opportunity to highlight the good things you are doing, and how your state contributed to the National Security Strategy. 🇺🇸

Database Update

ARGOS to G-TSCMIS

By Lt Col Benjamin Smart, NG-J53 PACOM-CENTCOM Branch Chief

On or before 1 October 2013, NGB-SPP ARGOS data will move to I-TSCMIS for temporary housing until G-TSCMIS officially releases in late January 14. The actual date of shutdown of ARGOS and transmission of data will be communicated to you later. You will be able to enter data and update ARGOS up the date of ARGOS shutdown. After that date, event entries/updates and FY13 closeout will need to be made in I-TSCMIS. You will have until 31 Oct 2013 to update FY13 data prior to a data pull for the FY13 report to Congress. After 1 Dec 13, you should not enter data or update I-TSCMIS. If you enter event data into I-TSCMIS after 1 Dec 13, it will need to be re-entered into G-TSCMIS after the release. ARGOS is a TSCMIS-based system so there will be little difference between the system layouts. User accounts will be moved from ARGOS to I-TSCMIS to G-TSCMIS. Current username/password or CAC access will continue to work for I-TSCMIS, but all users will need to convert to CAC access once moved to I-TSCMIS and subsequently G-TSCMIS. Instructions for registering your CAC certificate will be sent at a later date. 

What World Leaders Have Said About the Future of Global Security

“Europe should also do more to help shoulder America’s global responsibilities at a time of strained defense budgets. I am glad the United States encourages Europe to become capable of carrying out operations in its vicinity.”

- **Radek Sikorski**, Poland Minister of Foreign Affairs, in “The Polish Model,” *Foreign Affairs*, May/June 2013 Vol. 92 Issue 3

“The cooperation between the National Guard of Minnesota and the Croatian Armed Forces has played a vital role in development standards and capabilities needed for our accession to NATO. Also, we must emphasize our joint engagement of Combat Support OMLT in ISAF. I am pleased that this cooperation continues now that Croatia is a full member of the Alliance.”

- **Lieutenant General Drago Lovric**, Croatia Chief of Defense

“We have been engaged in SPP with the Colorado National Guard for 20 years now. And in those 20 years our partnership turned into friendship. It is much more than just a program, it is a relationship which we both have built. We faced challenges, shared hardships together and always came out stronger in the end. The SPP and the Colorado National Guard played a major role in Slovenia becoming part of NATO, we have strengthened our ties with our allies and we ourselves became a stronger force in the Alliance. 20 years of our cooperation is giving us ideas for the next 20 years. Personally, I am honored to have been a part of this friendship from the very beginning.”

- **Brigadier General Dobran Bovic**, Slovenia Chief of the General Staff



NORTHCOM / SOUTHCOM AOR

Continued Excellence and Support

By LTC Troy Coronado, NG-J53 SOUTHCOM Branch Chief



The SOUTHCOM / NORTHCOM section of NG-J53 continues its focused support of the partnerships in assisting other agencies that work with partner countries in the western hemisphere to build those countries ability to Counter Transnational Organized Crime, a SOUTHCOM priority. States with partnerships in South and North America continue to execute events that build the capacity and long-term stability of those partnerships.

In September our section worked closely with our Area Service Component Commands (ASCC), with AFSOUTH hosting at a TAG synchronization workshop in Tucson,

AZ. Seven TAGs and their SPPC travelled to AZ to work with the desk officers from both AFSOUTH and ARSOUTH to help shape how future SPP events are conducted in the AOR. The intent is that by synchronizing the lines of efforts, we will maximize the level of support being provided to our partner countries.

In October, SOUTHCOM will host our annual TCA/BAO workshop, in Miami, FL. This year the focus of the workshop is on providing guidance for FY15 events before the States conduct their annual planning conferences with their Partner Nations and MILGPs. By providing this guidance early in the FY, the

SPPCs and BAOs are provided more time to build quality events that are nested within the Country Cooperation Plans and the Theater Security Plans. The ASCC will also present their priorities for SPP to support.

On another note, the SOUTHCOM/NORTHCOM section will bid farewell to MAJ Lesbia Nieves as she completes her tour at NGB and returns to Connecticut. Leslie's experience in the AOR, strong work ethic, and insight have been invaluable to SPP efforts in Latin America. We are honored to have worked with her for the last year and wish her well in her next assignment. 🇺🇸



CENTCOM / PACOM AOR

New Partnerships and Workshops

By Lt Col Benjamin Smart, NG-J53 PACOM-CENTCOM Branch Chief



Good news! The PACOM Bilateral Affairs Officer Memorandum of Agreement was signed by both GEN Grass and ADM Locklear. NGB is working with PACOM on their priorities for the laydown of the 4 ARNG BAOs and 1 ANG BAO allocated to PACOM.

On another note, the selection for the Tonga state partnership will be formally announced in the coming weeks. NGB J53 and PACOM J45 are working on additional future partnerships in the PACOM AOR.

The CENTCOM State Partnership Program Coordinators with partnerships in Central Asia met in the DC area for a three day workshop, 17-19 September. Day one was at NGB in Arlington and discussed the five year plans each state has with its partner nation. Day two took place both in the Pentagon and the State Department discussing overall U.S. strategy in Central Asia with respect to the State Partnership Program. Day three was individually arranged visits to the partner embassies in Washington DC. The goals of the workshop were to meet and greet all the DC-area inter-

agency parties involved in SPP engagement in the region and to ensure State Partnership events are vetted and nested within the CENTCOM Theater Campaign Plan and Country Plans through CENTCOM's planning cycles.

Our goals were widely met as we engaged in rigorous discussion with colleagues across the interagency and everyone was left with a better understanding of planning in CENTCOM. Thanks to everyone who attended for taking the time out of their busy schedules to attend. 🇺🇸

EUCOM Analysis


SPP's Role in Fostering Dialogue Among the "Frozen Conflict" Zones

By Besian Bocka, NG-J53 EUCOM Branch Analyst

In July of this year, representatives from the Office of Defense Cooperation (ODC) in the U.S. Embassy in Moldova met with officials from the breakaway region of Transnistria. The meeting marked the first time in the State Partnership Program's (SPP) twenty-year history where talks were held with a region that is categorized as one of the "frozen conflicts" in the former Soviet sphere. The meeting was initiated by the Transnistrian Foreign Ministry with a request to U.S. officials in discussing the possibility of conducting SPP engagements in the area of emergency service development. At present, the North Carolina National Guard

(NCNG) is partnered with Moldova to assist the country's fledgling armed forces in tackling civil disaster scenarios and there is an opportunity in extending this framework. For example in this case, SPP could serve as a cooperation tool that could possibly bring the two feuding sides together. With the lack of a concrete dialogue and stalled joint initiatives between Moldova and Transnistria, the possibility of a trilateral engagement through NCNG mediation would go a long way toward assuaging fears and mistrusts between the two parties. In addition, it would reinforce the image that Moldova's armed forces mission is to provide do-

mestic emergency response to the population without any ethnic distinction.

There are lessons that can be learned from the initiative between SPP and the Transnistrian authorities that could potentially set the blueprint for cooperation in other "frozen conflict" breakaway regions, including Georgia's provinces of South Ossetia and Abkhazia, and Azerbaijan's dispute with Nagorno-Karabakh. If engaged the right way, SPP can serve as a critical tool for U.S. foreign policy in promoting dialogue where conventional diplomatic methods have failed to achieve the desired results. 

Moldova Details

Population: 3.6 million (2013 est.)

Military expenditure: 0.3% of GDP (\$22 million)

SPP Partner:
North Carolina (1999)

Transnistrian Province

Population: 500,000~

Ethnic composition:
Moldovans 32%,
Russians 30%
Ukrainians 29%.
Other 8%



Transnistrian Conflict Overview:

Moldova was one of the newly independent republics that emerged following the collapse of the Soviet Union in 1991. Fearing that the majority in Moldova would try to impose Romanian language and culture to the Transnistrian region where Russian and Ukrainian-speaking minority were predominant, the latter decided to secede with the help of the Russian 14th Army that was stationed in the province prior to USSR's disintegration.

AFRICOM Analysis

Tackling Future Challenges in Sub-Saharan Africa

By Besian Bocka, NG-J53 EUCOM Branch Analyst

Throughout these past few years, the African continent has experienced a plethora of events, starting with political unrest and regimes changes in Tunisia, Libya and Egypt. In addition most of the highlighted threats by the media have been the risk of piracy off the coast of Somalia, the conflict in Sudan, and the rise of Islamist militancy in Mali, Nigeria, etc. As a result of these challenges, States participating in SPP have primarily focused on developing capabilities of partner countries to counter security-related threats.

However, there are underlying issues involved in the aforementioned threats, including the constant environmental degradation stemming from flood and drought seasons and the rising demographic trends of the region. These threats have the potential to cause further civil strife in those countries af-

fect, and U.S. foreign policy has a great asset in the National Guard's capabilities to assist in such situations.

According to a 2012 World Bank report, Africa has a population growth rate of 2.5 percent, and the UN estimates the continent's population could quadruple in 90 years. With one of the fastest growing populations in the world, the region has the potential to bring economic growth due to an expanding consumer market, but at the same time burden an already-weakened infrastructure.

Approximately 65 percent of the total population of Africa is below the age of 35 and 10 million young African youth join the labor market each year. The advantage of such a youthful population in bringing prosperity to the region lies in having proper education and training.

The National Guard's role was thrust into the spotlight in 2011 when the pro-democracy revolution swept Tunisia, the birthplace of the Arab Spring. The Tunisian military looked to its U.S. partner, the Wyoming National Guard (WYNG), for help in teaching democratic values to the country's youth. By transplanting the framework of Wyoming's Youth Challenge program that instilled civic values, education and discipline to at-risk youth, WYNG was able to share its experience with their Tunisian counterparts. This initiative has the potential to be expanded across other SPP participants in the continent where U.S. policy stands to reap the benefits. Besides the Guard's engagement in teaching democratic values among Africa's youth, there are also local initiatives with the specific purposes of...

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EUCOM AOR

EUCOM Branch Update

By Besian Bocka, NG-J53 EUCOM Branch Analyst



As the end of Fiscal Year approaches, the EUCOM branch went through a period of change in its leadership and staff. Starting at the top, LTC James Leas returned in August as EUCOM/AFRICOM Branch Chief to replace LTC Bruce Ferrell, who was recently appointed as J5 Executive Officer. The newly

appointed EUCOM Desk Officer is CPT J.J. Harris, also joined by Desk Analyst Besian Bocka.

Summer proved to be a busy season for the EUCOM branch, including a series of high-ranking official visits to the Guard Bureau from countries marking their twentieth anniversary as part of the SPP. Notable visits

includes the Ministers of Defense from Bulgaria, Bosnia, Georgia, and Chiefs of Defense from Macedonia, Albania etc. The fall season looks just as busy as many SPP members hit their 20-year mark as part of a robust partnership with the Guard.



CENTCOM Corner

Central Asia Planning Cycles

By MAJ Drake Forrest, USCENTCOM SPP Coordinator, Central Asian Country Director

Greetings, fellow State Partnership Program Coordinators (SPPCs) in the USCENTCOM Area of Operations (AOR). It's about that time of year again to discuss the Central Asian States (CAS) planning cycle within the USCENTCOM AOR.

Within the CAS AOR, there are four SPPs where all facets of Security Cooperation (SC) are being conducted annually. This article discusses the USCENTCOM Planning Cycle (PC) which will give a better idea of what each of you and your state leadership can expect to see throughout the calendar year.

The USCENTCOM PC initially starts with Annual Bilateral Consultations (ABCs), hosted and led by the Department of State (DOS) with rotations alternating, one year held outside the Continental United States (OCONUS) and the next year inside the Continental United States (CONUS). Discussions during these ABCs focus on big picture topics: foreign policy, human rights, as well as various other strategic foreign issues. Every CAS participates in these consultations.

Next are the Office of the Secretary of Defense (OSD) hosted and led Bilateral Defense Consultations (BDC's) which are typically also held annually and again, rotate between OCONUS and CONUS. Topics during the BDCs typically range from SC and Military to Military (Mil-Mil) Plans, Foreign Military Sales (FMS), Foreign Military Finance (FMF), International Military

and Education Training (IMET) Programs and various other defense related topics. All of the SPP CAS representatives participate in these consultations.

Next we find ourselves at the bi-annual USCENTCOM-sponsored CAS Strategic Planning Conference (SPC) that usually occurs at the start of every other Fiscal Year (FY). The purpose of the SPC is to bring together DOS, OSD, every Service Component Country Desk Officers (CDOs), SPPCs, Regional Centers (RC) and various other force providers and proponents that take part in CAS SC. During the SPC, every Country Plan is updated to reflect exactly what the US wants to achieve in the various CAS. During the SPC, USCENTCOM Lines of Effort (LOEs) are discussed that further detail the Intermediate Military Objectives (IMOs) in order to develop Security Cooperation Desired Outcomes (SCDOs), resulting in events and tasks the providers use to develop future SC events, both OCONUS and CONUS.

Country-specific Action Officer Working Groups (AOWGs) are held annually OCONUS (Dec-Feb). Each provider works in conjunction with the Office of Military Cooperation (OMC) in every CAS US Embassy in order to ensure that the SC plans are nested and that every provider's proposed events for the next FY are complementary and relevant to building the CAS capabilities. During the AOWGs, pro-

viders then propose the SC events to the partner nation, which then will decide whether or not those SC events will be accepted, need to be altered, or dropped from inclusion in the Mil-Mil Plan. The AOWGs are also the venue during which USCENTCOM finalizes US and partner CAS mutual objectives that will be addressed and, hopefully, achieved over the next few FYs. At the close of the AOWGs, each service provider is mandated to input the event descriptions into the USCENTCOM Concept and Funding Request (CFR) database - a website designed for OSD to review the SC events to ensure that they meet the necessary funding guidelines - and are routed for OSD approval.

A few months later, typically in May, USCENTCOM-sponsored Consultative Staff Talks (CSTs) occur in CONUS. These CAS CSTs are the appropriate venue where the country has had sufficient time in order to have the previous proposed SC events forwarded up to the country's most senior level leadership and result in either inclusion or deletion into the next FY Mil-Mil Plan. The Mil-Mil plans are typically signed by the CAS Ministry of Defense and the USCENTCOM senior leadership subsequent to the CSTs.

Once approved, the SC event concept sheets will be changed from 'proposed' to 'submitted' within the USCENTCOM CFR website.


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CENTCOM Corner

USCENTCOM is then tasked with the legal review of each of these SC-submitted events to ensure that each is conducted per the necessary funding and authority streams available. Funding streams include the Warsaw Initiative Funds (WIF), Title 10 USC 1051 (US Code that governs reimbursement for foreigners to travel), Global Peace Operations Initiative (GPOA), SPP funds, as well as various other available funding sources.

US Government (USG) funding streams and amounts of those funding sources are constantly being reviewed. Over the past few years, we have seen that these resources are becoming scarcer. We need to continue working all available USG sources, to include National Guard Bureau (NGB)-J53 SPP, Army National Guard Exercises and Overseas Deployment and Training, Air National Guard, and USCENTCOM requested Army Pay and Allowances and Air Force MANDAYs to ensure that we can fund the best events to our partner nations.

SPPCs, let's continue to provide SC events that will not only maintain the current level of enduring events to our partner CAS, but to also look at new and innovative ways to bring together all available USG resources so that the NGB SPP continues to be on the leading edge of the USCENTCOM SC. 


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AFRICOM Analysis

ameliorating the living conditions of civilians living in disaster-prone areas.

Flooding has been a regular occurrence caused by annual rainy seasons that often going hand-in-hand with droughts. Ghana (SPP partner with North Dakota) is one of those countries that often gets struck by floods due to a lack of urban planning along the coastline, causing large areas to be regularly inundated. The problem of displaced rural populations towards the flood-prone urban areas along the coastline was caused in the first place by severe drought a few decades ago. North Dakota, similar to Ghana's experience, frequently witnesses flood seasons, and through a series of workshops and exercises that

were organized by the North Dakota National Guard (NDNG) starting in 2005, Ghanaian officials have learned from first-hand experience to improve the response to such disasters.

With the changing demographic trends and environmental threats, the authorities and civil response units of those countries affected will face ever-increasing frequency of such emergencies in the future. It is in this sector that the SPP has the potential to tap into the vast civil engineering experience and youth training programs of the National Guard. That knowledge translates into assisting AFRICOM SPP countries in various facets that impact the daily livelihood of ordinary citizens, whether that be flood prevention techniques or training the future generation capable of promoting sustainable growth and democratic values to the continent. 



North Dakota National Guard Joint Task Force-East leaders and visiting Ghanaian dignitaries tour flood protection measure April 14, 2011, including this AquaFence in Fargo, N.D. as part of the National Guard State Partnership Program (U.S. Air Force photo by Senior Master Sgt. David H. Lipp)

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More people today live in peace than ever before. Hundreds of millions of humans have been lifted out of extreme poverty in each of the past several decades. Our world is increasingly defined by vast numbers of newly connected middle-classes, better educated, better informed, and wanting to enjoy the benefits of modern civilization. Leaders of major powers, whether in China, India, Brazil, Russia, or here in the United States are forced to be more concerned with preserving the free flow of trade and commerce than they are with pursuing a path toward mutually assured economic destruction. I suggest that we have crossed a global tipping point in this regard.

Sound too rosy? Well, in a broad sense, this is our new global reality, but at the margins there is still enormous room, and need, to improve our capacity to manage conflict and to confront destabilizing threats. With the emergence of large and interlinked systems of trade, commerce, energy, and communications, we are all more vulnerable to disruptive influences, including those delivered by Mother Nature, than in the past. What happens anywhere may have the capacity to influence well-being everywhere. We need better systems to manage both manmade and natural events that could threaten our common interests. And more than ever before, we need more of the right people

to work these issues at home and around the globe.

Solutions to global problems depend on people and on trusting relationships built on mutual understanding. Trusting relationships matter, but they don't happen automatically, and they don't occur quickly. SPP builds deeper personal relationships with our global partners by minimizing expectations for rapid success, and maximizing emphasis on staying engaged, with the same units, and many of the same key individuals. The critical element with SPP is the concept of endurance. In each of the Guard's 65 global relationships our side includes officers and staff who have been with the relationship since the beginning, in some cases as long as twenty years, rising through entire military careers side-by-side with foreign partners to the most senior levels. No other part of our government can provide the element of continuity to this degree and the value to the nation from these trusting relationships is worth many multiples of our very modest financial investment in this program. As a diplomat, constantly moving, I sometimes envy this ability to dig much deeper over a longer time with our partners.

The approach works, based on feedback from dozens of senior foreign partners, from the Combatant Commanders, and from our Ambassadors at scores of Embassies, who sing the praises of the National

Guard. More concretely, these close security relationships have directly contributed to a large number of military co-deployments involving tens of thousands of SPP nation troops to the multinational efforts in Iraq, Afghanistan, and in many cases, the partnerships have facilitated partner contributions to United Nations peacekeeping operations. These deployments reduce demands on our own forces, but perhaps even more importantly, forge battlefield ties between soldiers, airmen and leaders that will be useful in the future.

Earlier this year on a visit to Afghanistan I joined Chief, National Guard Bureau General Frank Grass in meetings with National Guard and co-deployed foreign partner troops from half a dozen countries, assigned to ISAF. This photo shows an officer from the Alaska National Guard alongside his Mongolian counterpart, a productive relationship dating back to 2003.

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These trusting security relationships have frequently also led to non-military linkages between foreign countries and their partnering States. A visiting senior official from Kosovo recently commented that “All Kosovo knows the United States through Iowa!” While I was in El Salvador this summer our Ambassador told me that every audience she addresses knows where New Hampshire is on a map – even if they are a bit sketchy on the location of Washington! When the Guard inked its most recent partnership between Oregon and Vietnam, among the most interested parties were Portland-based Nike, and Columbia Sportswear. Nike alone employs thousands of people in Vietnam. Our global economic linkages are increasingly symbiotic, as both sides stand to improve commerce by deeper understanding of mutual self interest.

The Guard’s integral connection to American business and civil society means that these links are not one-dimensional and focused on security alone, but multifaceted, presenting a far richer perspective on who we are as Americans and the things that matter to us. When our foreign partners get to know us as people it helps to disabuse them of simplistic notions of America they may have been exposed to through biased media or from other self-interested sources. It was the National Guard Agricultural Develop-

ment teams, made up of citizen-soldier farmers and agrobusinessmen, who forged some of our most important personal relationships in Afghanistan, while reinforcing long-standing civilian sector linkages with America’s land-grant agricultural universities. The National Guard has 65 of these unique enduring partnerships around the world, and the list is growing. The entire list can be found here: <http://www.nationalguard.mil/media/factsheets/2013/SPP2013.pdf>



In a world where state-on-state warfare between major powers is becoming less likely, competition for resources, including raw materials, food, energy, and water, and for markets, will continue to expand and will sometimes become quite contentious. For Americans, this is not all bad news as we seem to do best when challenged. But, managing these new relationships will become even more important. As one of America’s small group of only about 6,500 career Foreign Service Officers, I welcome the diplomatic reinforcement the Guard can bring

through SPP and other global engagements. I see the National Guard as a cadre of 450,000 citizen-soldier and airmen diplomats, able to transmit, simply by being themselves, all of the core messages America needs to do a much better job of conveying. Similarly, when Mother Nature raises up, through storms, earthquakes, or other disasters to disrupt the major systems on which our global society increasingly depends, the National Guard, and its network of foreign partners and relationships, will be ever more vital as we try to get things back on track after the unexpected.

The better we understand the larger trends shaping our new century, the more we will be forced to reexamine the lay down and nature of our security investments going forward. Although the world remains a dangerous and unpredictable place, a close look at larger trends suggests that in the years ahead we will most likely be doing more partnering, more negotiating, more building, more managing, more reacting to the weather, and somewhat less large-scale fighting. Yes, our seemingly messed-up world really is becoming a better place to live, but it is getting hotter, each year. We’ll still need the traditional military, but we will also need managers, businessmen, academics, farmers, climatologists and other scientists and diplomats who understand these complicated global issues. Did someone say National Guard? 🇺🇸

NG-J5 Welcomes Colonel Norton

By Maj Mary Zajac, NG-J53 International Strategy Branch Chief

Colonel Michael J. “Sid” Norton joined J5 in June as the new NG-J53 International Affairs (IA) Division Chief. His last assignment was as Chief of the Programs Division, Air National Guard (ANG) Plans and Programs Directorate, National Guard Bureau, where he was responsible for preparing and defending ANG’s \$50B+ Future Years Defense Program. In that position, he advised the Director, Air National Guard and supported AF and ANG leaders on implementation of the 2011 Budget Control Act, which lowered defense spending by \$487B over 10 years. Col Norton was the ANG’s lead architect for the “Total Force Proposal” which Congress enacted in the 2013 defense budget, resolving the AF budget stalemate. The Total Force Proposal was a balanced approach to AF force structure cuts that leveraged ANG cost effectiveness.

Col Norton received his pilot wings from Euro-NATO Joint Jet Pilot Training and served for fourteen years as a combat mission-ready F-16 pilot, mission commander, and instructor. He is a Command Pilot with over 2000 military flying hours in T-37, T-38, and F-16C aircraft. He has flown 300 combat hours in support of Operations IRAQI FREEDOM,



ALLIED FORCE, SOUTHERN WATCH, and NORTHERN WATCH and successfully employed GBU-12, GBU-31, GBU-38, AGM-88, and M56 20mm munitions in combat.

In addition to his flying experience, Col Norton has held various Headquarters Air Force and service component staff positions to include serving as an operational air planner for the successful air campaign that initiated IRAQI FREEDOM; Combat Forces Branch Chief, Air and Space Operations Directorate, National Guard Bureau; and Chief of Global Precision Attack Programs, HQ USAF Strategic Plans and Programs Directorate, Pentagon, Washington DC. 🇺🇸

“Every soldier that I’ve met in Lithuania knows the Pennsylvania National Guard. Lithuanian Americans have been in Pennsylvania since the 19th century and are part of the National Guard and they have been telling stories and that is important; the moral, spiritual, and also militaristic link that we have ...we have been training together and working hard in Afghanistan and Iraq [together in co-deployments] ...we are really looking forward to new forms of cooperation.”



- Ambassador Zygimantas Pavilionis, Lithuanian Ambassador to the US, September 2013

GKO and SPP Resources

The new and improved Guard Knowledge Online v3.0 (GKO) also has a new and improved J5 section to serve as a reference point for all those working on SPP, available here: <https://gkoportal.ng.mil/joint/j5/SitePages/Home.aspx>.

In the International Strategy Branch you can find up-to-date reference documents regarding: NGB Public Affairs links; Weekly Regional Analysis; Department of Defense Strategy; Department of State Strategy; National Guard Bureau Strategy; external documents on SPP (i.e. GAO and CRS reports); SPP

communication synchronization; SPP legal authorities; SPP 2013 workshop briefings; and more.

In the CCMD branch pages you can find information on each partnership; specific instructions and regulations on executing SPP events; five year plans; briefings; contact information for NGB staff and desk officers; and public affairs coverage.

Take a few minutes to visit the site and feel free to make suggestions to the email addresses below. Help us make the new J5 GKO page the one-stop shop for all information on National Guard international affairs and SPP. 🇺🇸

“The program definitely helped Estonia to prepare for NATO membership. In the beginning, the focus to look mostly at the basic military trainings as assistance was just a one-way street for Maryland to Estonia. Today, the benefits are mutual. Looking at these developments, I can't even imagine what the cooperation will be in 10 years' time. “

- *Permanent Secretary Mikk Marran, Estonian Secretary of Defense*

Do you have a storyboard or news release about an impactful SPP event? Please send for consideration in the next issue:

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Please send success stories of your partnerships to your NGB Desk Officers and the NGB-PA email inbox: ngbpa.news@mail.mil



SPP in the Field: Summer 2013 Highlights

From left to right: Jordanian and Colorado Air National Guard jet fighters fly over northern Jordan during Exercise Eager Lion in June 2013; Chaplain (Capt.) J Kroencke of Kentucky and Sgt. Ryan Twist of Illinois wave to Polish citizens along the pilgrimage route in Czestochowa in August 2013; Bulgarian Air Force Cpl. Stoykov graduates from Airmen Leadership School at McGhee Tyson Air National Guard Base, Tennessee; CNGB General Grass with Chief of the General Staff of the Slovenian Armed Force Brig Gen Dobran Bozic and defense attache Col Ladislav Graber, Sept 2013; CNGB General Grass and J5 Director Brig Gen Donald McGregor met with defense attaches from four SPP partner countries in Central Asia, Sept 2013; Vice Chairman of the Joint Chiefs of Staff Admiral James Winnefeld praises SPP at the Reserve Forces Policy Board dinner 4 Sept, 2013.

